

Request for Proposals

City of Pawtucket, Rhode Island



River Corridor Development Plan

Issued: **May 18, 2012**

Submission Due: **June 18, 2012 @ 4:00 p.m.**

Department of Planning and Redevelopment
175 Main Street
Pawtucket, RI 02860

**Request for Proposals
Table of Contents**

- I. Background**
- II. City Overview & Project Context**
- III. Project Purpose & Goals**
- IV. Guiding Process**
- V. Scope of Services**
- VI. General Timeline**
- VII. Submittal Requirements**
- VIII. Evaluation Criteria/Selection Process**
- IX. Questions**
- X. Additional Pre-Contract Requirements**

I. Background

The City of Pawtucket, RI is the recipient of a \$100,000 “Planning Challenge” grant award from the State of Rhode Island Division of Planning.

II. City Overview & Project Context

After completing the 2011 Comprehensive Plan, the City of Pawtucket began to explore the creation of an officially designated Growth Center in areas targeted for growth and redevelopment. The Land Use Chapter identifies the downtown, the train station and the riverfront as areas slated for redevelopment, and the Economic Development Chapter emphasizes the downtown and the arts and entertainment district as key focus areas. As the proposed Growth Center strategy developed, the City determined most of its redevelopment potential is focused around a general geographic area that includes the historic downtown and riverfront. Pawtucket also identified an opportunity to incorporate portions of the City of Central Falls within its growth center, as historic development patterns support this connection. Pawtucket recently completed the very successful Pawtucket Downtown Design Plan. This project resulted in the identification of a number of capital infrastructure improvements, as well as the recent passage of downtown zoning changes which encourage redevelopment while preserving this area’s historic character. The City of Pawtucket is now expanding these planning efforts to focus on the Pawtucket/Central Falls River Corridor. While downtown Pawtucket is almost entirely built-out and made up of many small parcels, the riverfront in Pawtucket and Central Falls contains larger parcels, some of which are vacant and are appropriate for redevelopment or infill development. Pawtucket and Central Falls will conduct a project similar to the Pawtucket Downtown Design Plan for the riverfront, by coordinating private and public land development with transportation improvements. The City of Central Falls is a partner in this effort because at least three key development sites are located within its borders.

The Pawtucket Foundation, a local non-profit dedicated to fostering economic development, has already assembled a stakeholder group of private property owners and public officials to participate in this corridor study. As a concurrent phase to this study, the Pawtucket Foundation will be engaging a consultant to prepare a detailed market analysis that will help in establishing land use and density criteria, forecasting housing/commercial demand and guiding potential business recruitment targets.

The proposed Blackstone Valley Bikeway will travel through this corridor, along the river wherever feasible, linking the East Bay Bikeway to the portions of the Blackstone Valley Bikeway in Cumberland which are already completed. Pawtucket and Central Falls recently completed a US EPA Coalition grant which provided funding for Brownfields assessment within the two communities. Much of these grant funds were utilized for parcels along the Riverfront, which has a very intense industrial heritage. Finally, and most significantly, there is pending legislation in Congress to establish the Slater Mill Historic Site as part of a new National Park focused on the Blackstone Valley National Heritage Corridor.

Pawtucket and Central Falls, like many communities, have been affected by the current fiscal crisis. An important part of this Plan, therefore, will be to devise creative ways to

fund the proposed public infrastructure and transportation improvements. Phase II of this project will identify the priority public and private investments which would have the greatest impact on the Corridor's redevelopment plans, and then begin to propose some flexible financing solutions (Tax Increment Financing, Bonding, Grant Programs, Local Incentives, etc.) which could help these fiscally constrained communities to realize their redevelopment goals.

III. Project Purpose & Goals

The River Corridor Plan includes the key "River Corridor Districts" in the attached depicted River Corridor Study Area map. The objectives of the River Corridor Plan include:

- Develop a comprehensive coordinated predevelopment real estate strategy for the Blackstone riverfront district, beginning at the Elizabeth Webbing Falls (Central Falls) and continuing south to the publicly owned riverfront parcels adjacent to the Pawtucket River (Pawtucket). This cohesive strategy will quantify and coordinate various real estate development opportunities and planned public transportation improvement projects with an end goal of creating a regional destination and quality space.
- Incorporate the goals of a high density mixed-use growth corridor which supports economic development, residential density for all incomes preservation of historic structures, well-designed and efficient multi-modal connections, and lined recreational opportunities.
- Prepare a transportation plan which identifies a well-designed approach for visitors to RI's first National Park site at Slater Mill, integrates a regional bicycle network through one of the most constrained segments, incorporates future rapid bus connectivity (Route 99 from Pawtucket to Providence), and prioritizes the capital projects outlined in the recently completed Pawtucket Downtown Design Plan.

IV. Guiding Process

The City of Pawtucket (City) along with project partners including the City of Central Falls and the Pawtucket Foundation will provide principal direction for the project. A Technical Advisory Committee (TAC) will serve as a Steering Committee for the project and will meet with the consultant a minimum of ten (10) times throughout the project to provide specific direction and feedback. In addition, three public workshops will be held with the greater stakeholder community to obtain feedback.

The City and the Technical Advisory Committee will handle all of the outreach and meeting venue logistics associated with all of these meeting.

V. Scope of Services

It is anticipated that the consultant will undertake and complete the following tasks:

TASK 1. DATA COLLECTION AND ANALYSIS

The objective of this task is to collect and evaluate data pertaining to the physical attributes of the redevelopment area including land, buildings, infrastructure and transportation systems. Specific tasks including the following:

A. Public Outreach/Coordination

Develop and implement an effective public involvement strategy and visioning process to actively engage property owners and local stakeholders.

B. Building Inventory

Inventory the commercial/industrial building stock within the project area including a visual assessment of structural/physical conditions. Collect data for buildings including size and current uses.

1. Identify potential development and redevelopment sites within the district.
2. Identify surveys and easements associated with the district, as appropriate.
3. Identify important riverfront and other view corridors that can be highlighted.

C. Development Controls

Inventory the existing framework and timing of development controls (zoning, subdivision, site plan, fire, building) in Pawtucket and Central Falls.

D. Utilize Inventory

Inventory utility (gas, water, sanitary and stormwater sewers) infrastructure within the project area. Interview appropriate utility service providers to identify existing/projected capacity constraints.

E. Transportation Inventory

Assess current physical conditions of the existing roads (using findings of pavement management analysis) and circulation networks within the project area and assess current traffic conditions, parking supply, walkability and multi-modality. This task will not necessitate a new traffic study. The consultant will be expected to review previously completed reports and studies including the recent Pawtucket Downtown Design Plan.

- a. Review character of the local road, pedestrian and bicycle network and utilize the walkability and bikeability assessments conducted as part of the ongoing Healthy Places by Design project;
- b. Identify circulation patterns, including identification of pinch points and conflicts, if any, with the district and gateway connections to the local neighborhood.
- c. Identify access and arrival gateways for pedestrians, bicycles, cars, buses and trucks relative to development and redevelopment sites.
- d. Identify pedestrian circulation patterns and connections; review riverfront access.
- e. Analyze and verify physical and perceived boundaries of the district including key gateway opportunities and connections to I-95, commuter rail and historic "Turnpike" routes; special emphasis should be given to way-finding signage from I-95 exit ramps.
- f. Document the location and routes for all existing bus service within the project area;

F. Housing Inventory

Review all areas within a half mile of the riverfront corridor to determine the number of housing units, density, and range of affordability.

G. Riverfront Public Access Inventory

Assess the existing condition of publicly and privately owned riverfront parcels to identify areas where public access, public improvements and easements may be appropriate.

H. Resource Inventory

Develop a list of cultural and natural resources along the River Corridor.

TASK 2: FORMATION OF DESIGN PRINCIPLES AND DEVELOPMENT CONCEPTS

The objective of this task is to define development principles that can be applied to the opportunities presented in the project area. Using the results of the Pawtucket Foundation's market analysis findings and also Task 1, the consultant will suggest the mix of uses and public improvements necessary to create a compelling experience along the Blackstone River in Pawtucket and Central Falls, including possible location(s) as well as size, type, format, loading, etc.

A. Assess Larger Format Uses

Investigate the role larger format uses could play in the district physically and financially, and where they might be incorporated.

B. Assess Highway Connectivity

Review existing signage and proposed improvements that would help visitors to navigate their way into and through Pawtucket. Include specifically the off-ramp experience/connectivity to important riverfront sites. Additional focus should be given to those streets which will provide a gateway experience for visitors and identify improvements.

C. Identify Multi-Modal Transportation Improvements

Identify proposed circulation (automobile, bicycle and pedestrian) and parking improvements throughout the project area with careful coordination with the newly completed Pawtucket Downtown Design Plan. These recommendations should include an examination of alternatives to the existing RIPTA bus hub on Roosevelt Avenue. The location of the current RIPTA bus hub adjacent to the Visitor Center has been identified as a potential obstacle and deterrent to redevelopment.

D. Identify Public Improvements

Identify improvements or additions to public spaces, with a focus on public access to the riverfront.

E. Development Control Recommendations

Recommend a series of streamlining approaches to development controls in both Pawtucket and Central Falls.

TASK 3: COMPREHENSIVE DEVELOPMENT STRATEGY & CORRIDOR PLAN

The objective of this task is to develop a strategy to package the district into a cohesive, well-branded place with the Blackstone River as the centerpiece. Building on the findings of the first two tasks as well as the Pawtucket Downtown Design Plan (www.downtownpawtucket.us), the consultant will develop a series of initial concept plan diagrams that illustrate alternate strategies for integrating private and public land

development improvements, riverfront access, public amenities (sidewalks, public space, circulation patterns), and market rate and affordable housing and also consider the viability of various mixed-use programs, including alternate locations and configurations for new uses within the district. The concept plans will focus on carefully integrating land use with the existing and proposed public infrastructure. The plan options will address physical, market, political, regulatory and financial issues that may impact the success of the project. These may include property control and ownership, access and circulation, sense and sequence or arrival, visibility, riverfront accessibility and improvements, parking-to-attraction connections, place-making, merchandising sensitivities, etc.

A. Revised River Corridor Concept Plan/Priority List of Improvements

Prepare an overall graphic which identifies the potential redevelopment opportunities, physical improvements, transportation improvements, etc. These improvements will also be provided in a list, with priority ranking and preliminary cost estimates.

B. Identification of Priority Redevelopment Opportunities

Identify the priority redevelopment sites and public improvements. Identify a market positioning strategy and branding approach that can be used as a business and investor recruitment strategy.

C. Identification of a Preferred Site(s) for Bus Hub

Prepare a concept for the preferred alternative to the existing RIPTA bus hub.

TASK 4: FINAL REPORT/IMPLEMENTATION PLAN

A. Final River Corridor Concept Plan/Priority List of Improvements

Finalize Corridor Plan with land-development terms, zoning, building guidelines, landscape/ infrastructure improvements and allowable uses. Recommendations could include form-based zoning code language tied to specific districts or to an overlay zone.

B. Refined Cost Estimates

Estimate costs associated with the various private and public improvements proposed in the development vision.

C. Concept Designs – Priority Sites and Public Improvements

Develop 10% design plans for the redevelopment sites and public improvements which have been identified as priority through Phase III.

D. Outline Critical Path for Permitting

Outline the critical path and sequence for governmental approvals that would be required of agencies with jurisdiction (local, regional, state) for proposed modifications to the district. Include ordinance/procedural changes to assist in streamlining development in both communities.

E. Develop Financial Strategy

Outline a financial strategy for public/private partnership, as appropriate. It is anticipated that public improvements will need innovative approaches to financing, like Tax Increment Financing and that redevelopment projects will need local incentives to encourage private investment.

F. Final Report

Prepare a Final Report which documents all of the work completed during this project. This Report should include an Implementation Plan. A shorter, more graphic Executive Summary will also be created.

VI. General Timeline

The general timeline for completing the tasks outlined above is as follows:

RFP Submission Deadline	June 18, 2012
Consultant Selected/Contract Agreement	July, 2012
Introductory Meeting w/TAC	July, 2012
Task #1 Data Collection/Analysis	July/Aug., 2012
Data Analysis Review and Design Principle Discussion w/TAC	Sept., 2012
Task #2 Formation of Design Principles/Dev. Concepts	Sept./Oct. 2012
Presentation of Design Principles/Dev. Concepts w/TAC	Nov. 2012
Public Workshop #1 with Stakeholder Community	Nov. 2012
Task #3 Comprehensive Dev. Strategy/Corridor Plan	Nov./Dec. 2012
Presentation of Comp Dev. Strategy/Corridor Plan w/TAC	Jan., 2013
Public Workshop #2 with Stakeholder Community	Feb., 2013
Task #4 Final Report/Implementation	Feb./March 2013
Presentation of Final Report/Implementation Strategy w/TAC	April, 2013
Public Workshop #3 with Stakeholder Community	April, 2013
Final Report/Executive Summary Production	May, 2013

VII. Submittal Requirements

The proposal shall not exceed forty-five (45) single-sided printed pages excluding cover sheet, table of contents, resumes and index sheets. Resumes included with the proposal shall not exceed one single-sided printed page per person listed in the table of organization. The proposal shall include the following as a minimum:

1. **Transmittal Letter** – The transmittal shall include the legal name of your firm, address, contact person, and telephone number.
2. **Scope of Work** – Provide a detailed discussion of the project including a description of the proposed work plan to complete the required services. Include a discussion of deliverables and project milestones. Consultants are encouraged to explain, in detail, their understanding of the scope of work and to identify any

supplemental tasks deemed necessary that may enhance the project or reduce the costs.

Identify the decision, products, data and corollary information the consultant expects from the City to ensure successful completion of the project by the consultant. The level of assistance and information required from City staff by the consultant shall be clearly stated. Optional tasks, not specifically mentioned in this Request For Proposals (RFP), may be added. Optional tasks should be clearly identified and budgeted separately from other tasks.

3. **Project Team** – Include a table of organization for the project showing the proposed principal-in-charge, project manager, and key project staff including sub-consultants that will be assigned to the project. Provide a narrative description of the qualifications and experience of each key person along with their proposed project responsibilities. A resume must be included for each person shown on the table of organization. List the names, addresses and telephone number of any anticipated sub-consultants.
4. **Project Schedule** – Include a detailed schedule for the completion of the engineering services required for the contract. Provide a timeline chart outlining the number of days required to complete each task as outlined in this RFP. Show critical path elements of the project and discuss any constraints to meeting the City's desired deadline.
5. **Statement of Qualifications** – Include descriptions of relevant example projects completed within the past five years that are comparable to scope to the proposed project. Identify key staff, including sub-consultants and their responsibilities in the example projects and how they will be utilized on the City's proposed project. Consultants are encouraged to reference a web-link that would evidence work completed on a similar scope project.
6. **References** – Provide three (3) references including the name of the project referenced, contract time span and dollar amount, contact person name and contact information.
7. **Minority Business Enterprise (MBE) Requirement:** The project is subject to Chapter 37-14.1 of the Rhode Island General Laws, and regulations promulgated thereunder, which require that ten percent (10%) of the work performed on the project be performed by minority business enterprises. The consultant needs to identify: the firm or firms selected to meet this requirement, the tasks to be undertaken, and the dollar value of the participation meeting the ten percent (10%) requirement. A listing of MBE firms is available at www.mbe.ri.gov.
8. **Fee for Services:** The consultant shall provide a clear break-out of the overall fee for providing the services outlined in this RFP. Include a break-out showing the classifications of the persons working on each task, their billing rate, the total hours projected that they will work on each task, as well as all other incidental charges that make up your overall fee. Provide subtotals by each task listed above.
9. **Submission Deadline:** Please submit six hard copies and one (1) electronic copy by June 18, 2012 at 4:00 p.m., **at which time the bids will publicly be opened:**

City of Pawtucket, Department of Planning and Redevelopment
175 Main Street
Pawtucket, RI 02860
Attn: River Corridor Development Plan

Electronic Copy to: mbourdeau@pawtucketri.com and bheath@pawtucketri.com

VIII. Evaluation Criteria/Selection Process

Proposals will be evaluated according to the following evaluation criteria:

1. Qualifications and previous related work experience of key project personnel in working with municipalities on projects of a similar scope (20 points).
2. Demonstrated understanding of project goals, thoroughness of work plan, and frankness of response to proposed task listing and time-line deliverables (20 points).
3. Qualifications and demonstrated experience of principals and/or sub-contractors in leading community discussions and in producing professional graphic diagrams, site plans, renderings and concepts (15 points).
4. Overall responsiveness of proposal to submittal requirements (15 points).
5. Cost reasonableness and clarity of fee proposal (30 points).
 - The City of Pawtucket reserves the right to waive informalities or irregularities in proposals received where such is merely a matter of form and not substance. In addition, the City reserves the right to hold oral interviews with those consultants with highest scores. Finally, by submitting a proposal package, the consultant hereby authorizes the City or its authorized representative to contact references and make such further investigation as may be in the best interest in of the City.
 - a. The consultant or subconsultants shall identify any groups, individual or organization that they may have worked for or currently work for, that has been an ownership, lease, development related or similar interest in the City of Pawtucket. The City reserves the right to reject any proposal or proposer who it feels has a conflict of interest.

IX. Questions

Requests for information should be in email form only and directed to Mary Bourdeau at mbourdeau@pawtucketri.com with a copy to Barney Heath at bheath@pawtucketri.com.

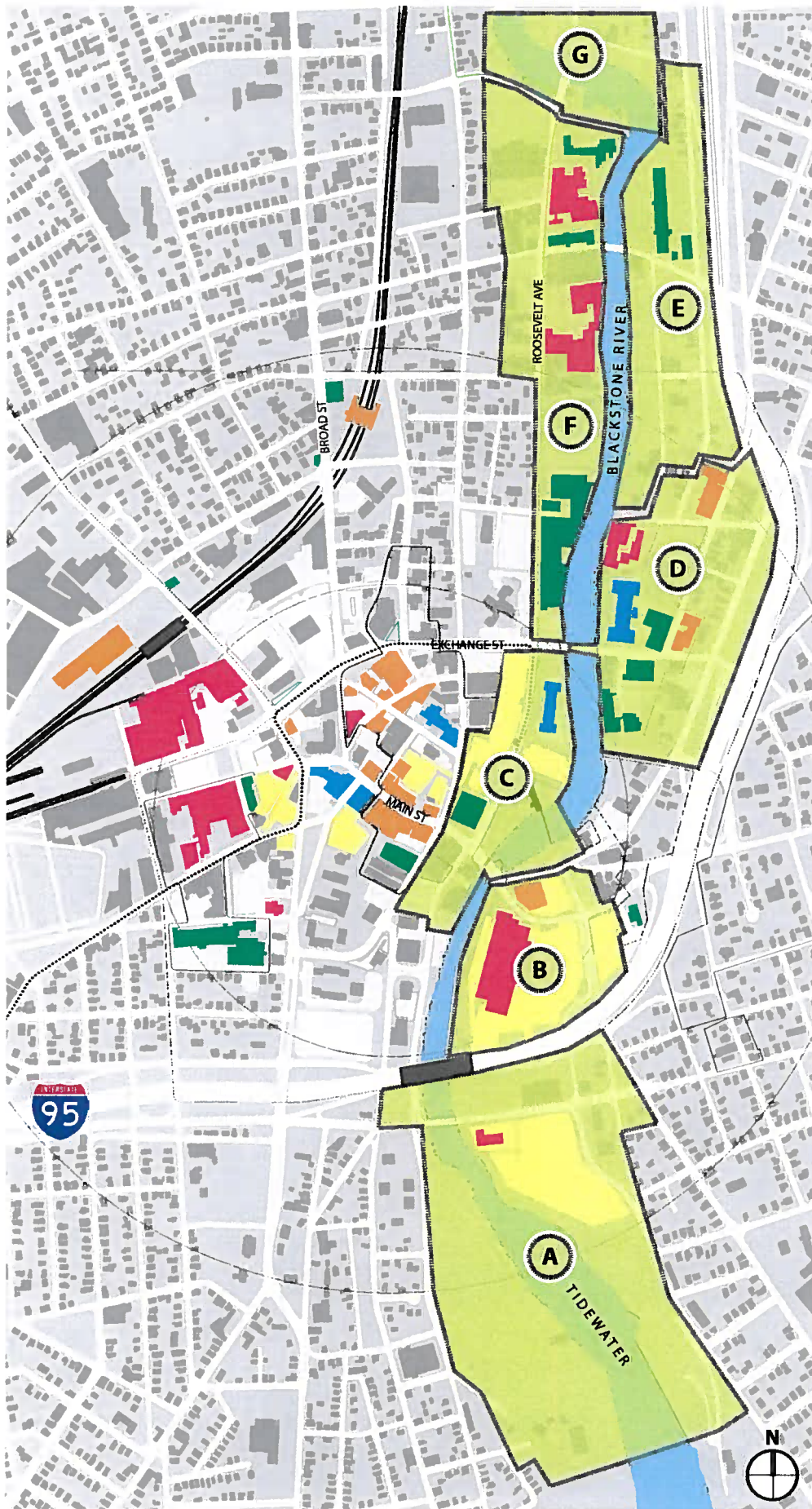
X. Additional Pre-Contracting Requirements

After a consultant has been chosen, and as part of the City of Pawtucket's and State of RI's regulations, the consultant will be required to comply with the following:

- 1. Professional Liability Insurance Covering Errors and Omissions:** The limits of coverage shall be no less than \$1,000,000 occurrence/aggregate. The principal consultant may not disclaim responsibility or avoid liability for the acts or omissions of its subcontractor or other professional contractor.
- 2. Equal Opportunity Policy:** The City of Pawtucket, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, sex, or national origin in consideration for an award.

As a requirement of this State of RI grant, **the chosen consultant** will be required to provide their company affirmative action policy.

- 3. Property:** All documents, graphics, maps and exhibits produced by the successful proposer as part of this project shall become the property of the City of Pawtucket and are to be available for use by the City in any manner the City deems appropriate.



Pawtucket & Central Falls, RI River Corridor Study Area

LEGEND

- Redevelopment Site
- Highly Susceptible to Redevelopment
- Potential Infill Site
- Public Building
- Recently Developed
- Key River Corridor Districts
- A Tidewater District
- B Riverfront Commons
- C Slater Mill District
- D Armory Arts District
- E Front Street District
- F River Mill District
- G Chocolate Mill Gateway